



IMPACT Team Approach to Supply Chain Management

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IMPACT Teams emerged from implementation research in Ethiopia, Malawi, Rwanda

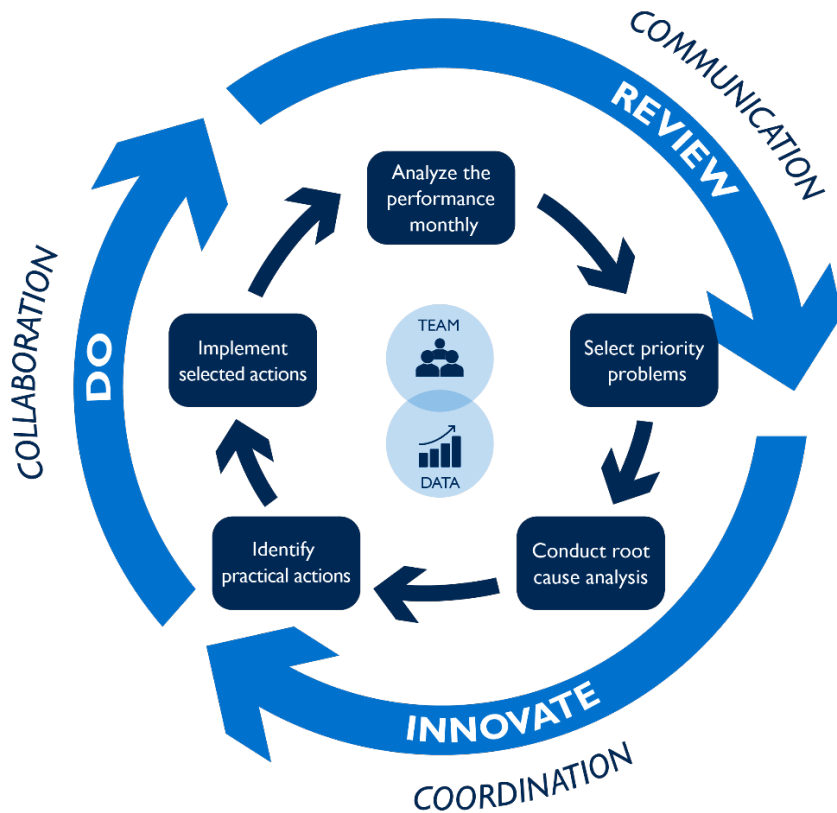
- Originally derived from QIT approaches, **adapted for supply chains**
- Implementation research: **improved lead times, product availability and supply reliability**
- Because of results: expanded scope & implemented in multiple countries

IMPACT stands for:

- Information
- Mobilized for
- Performance
- Analysis and
- Continuous
- Transformation

towards supply chain excellence

IMPACT Teams provide a structured & rigorous process for supply chain problem-solving, and create a culture of data use



COMMON FEATURES OF IMPACT TEAMS:

- Information management systems
- Common goal
- Leadership at national and sub-national levels
- Performance monitoring using data
- Recognition and peer-to-peer learning
- Problem solving using structured approaches
- Action planning
- Team meetings

JSI has implemented IMPACT Teams in 10 countries, across programs and health system levels

Country	Vaccines	FP/RH	TB	HIV	Malaria	MCH
Ethiopia	●	●	●	●	●	●
Guinea	●	●	●	●	●	●
Indonesia		●				
Kenya	●	●				●
Malawi		●			●	●
Myanmar		●				
Nigeria		●				
Pakistan	●					
Rwanda		●			●	●
Tanzania	●	●	●	●	●	●

IMPACT TEAMS GIVE EVERYONE THE OPPORTUNITY TO SEE & USE DATA



“Get data in front of people and they get excited. Create a competitive advantage, stimulate the demand for data from the grass roots !”

-Ethiopia

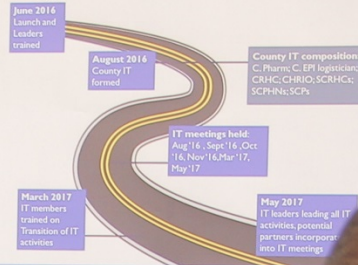
KAJIADO COUNTY IMPACT TEAM

INTRODUCTION



- County Context:**
- 5 sub counties
 - Kajiado County has a projected population of 901,702 (KNBS 2017):
 - 453,303 Males
 - 448,399 Females
 - 60.3% of total population constitute young people under the age of 24
 - Women of reproductive age (WRA) constitute 27% of the total population
 - The county has three special population groups:
 - Migrant groups,
 - Nomadic pastoralists
 - Settled business & farmer community

IMPACT TEAM ROADMAP



Challenges or Barriers:

- Explores especially of COCs despite having "overstocks"
- Monitoring of both RR and OT-reports was not followed up.
- Redistribution plans were never in place, only erratic on a need basis.
- Transactions of redistribution were not always recorded.
- No visual platform to visualize and measure performance.
- No systematic process of identifying root cause analysis.

RESULTS

...ross 3 of the family planning tracer
...absolute difference between ending and beginning
...discrepancies between end-beginning and

ABSOLUTE DIFFERENCE TRENDS OF END-BEGIN BALANCES FOR KAJIADO COUNTY



MANAGEMENT PRACTICES

- Root cause analysis allowed for the identification of various problems that contributed to the discrepancies between ending and beginning balances including:
 - Transactions involving redistribution were not recorded
 - Non-technical staff were not trained on filling & submission of reports
- Data on DHIS2 is verified before recording to improve the quality of data for reporting
- All transactions involving redistribution are recorded
- Facility in charges sensitized on the importance of taking ownership in the filling and submission of reports
 - OIT and CMEs provided technical support and guidance on procedures for filling reports
 - Impact team action plan is reviewed and updated in the monthly meetings

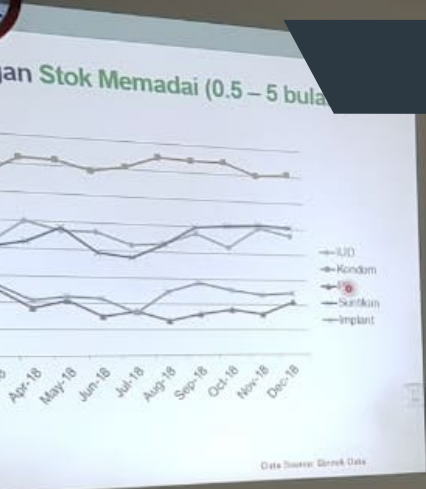
NEXT STEPS

- Work with internal stakeholders to sustain the impact team
- Explore other counties for replication





DATA IS THE BACKBONE OF IMPACT TEAMS



“We become interested in trying to solve the problem. We are fired up to see the data there. That’s the result of our work!”

-Indonesia

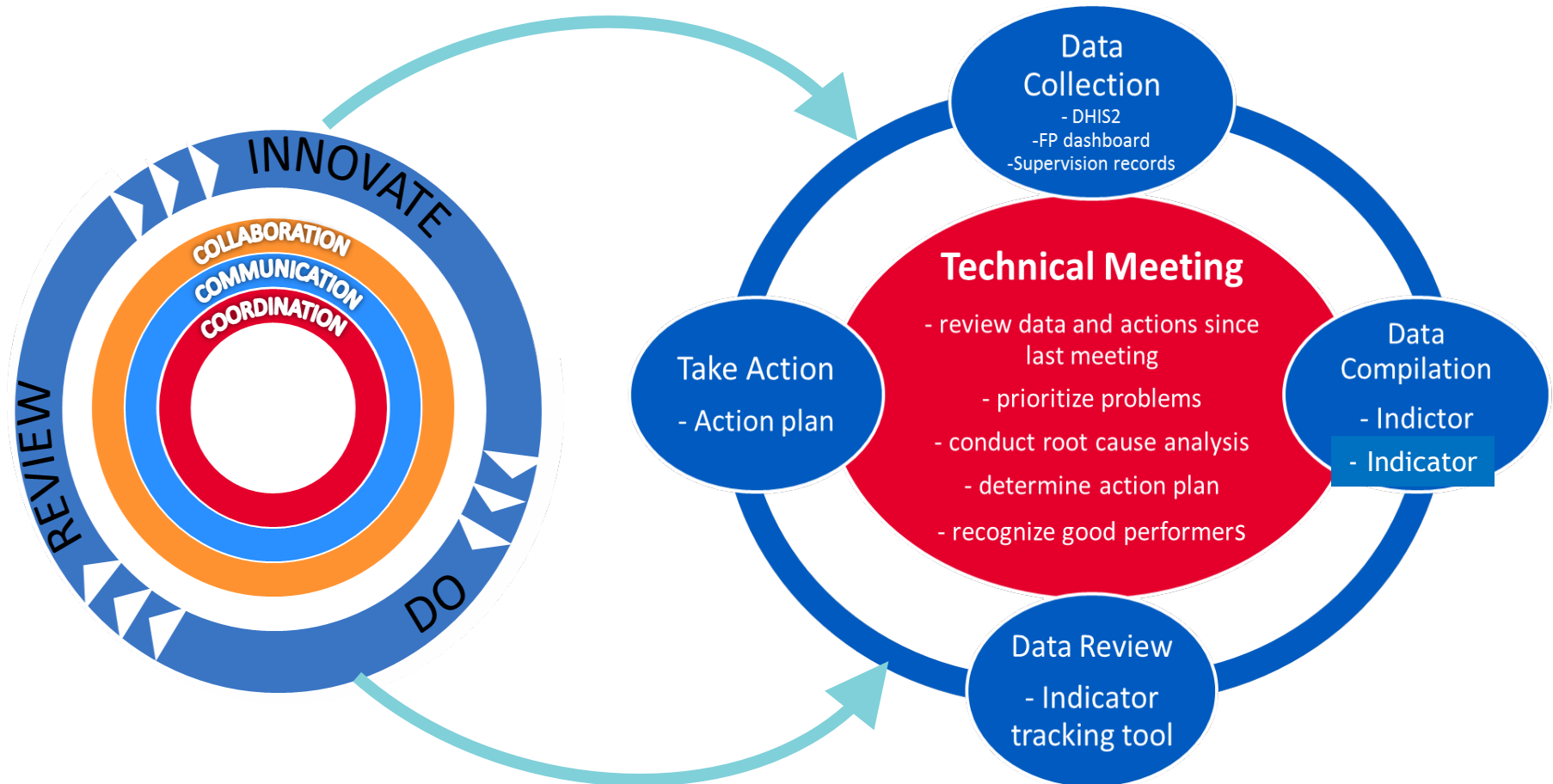
DATA ALLOWS USERS TO EVALUATE THEIR ASSUMPTIONS.



“The data in the automated system helps show the difference between my thinking and reality; I always thought male condoms were overstocked, and yet now I see stock outs in many facilities for these products.!”

-Myanmar

A common goal, structured approach, standard team agenda and tools help make IMPACT Teams successful.



STANDARD IMPACT TEAM PROCESSES WERE SEEN AS FACILITATORS TO PROBLEM SOLVING, PARTICULARLY AROUND ENSURING COMMODITY AVAILABILITY



“Initially we used to just ‘solve problems’ but now you are forced to go deeper to find out whether the solutions are going to address the real issues.”

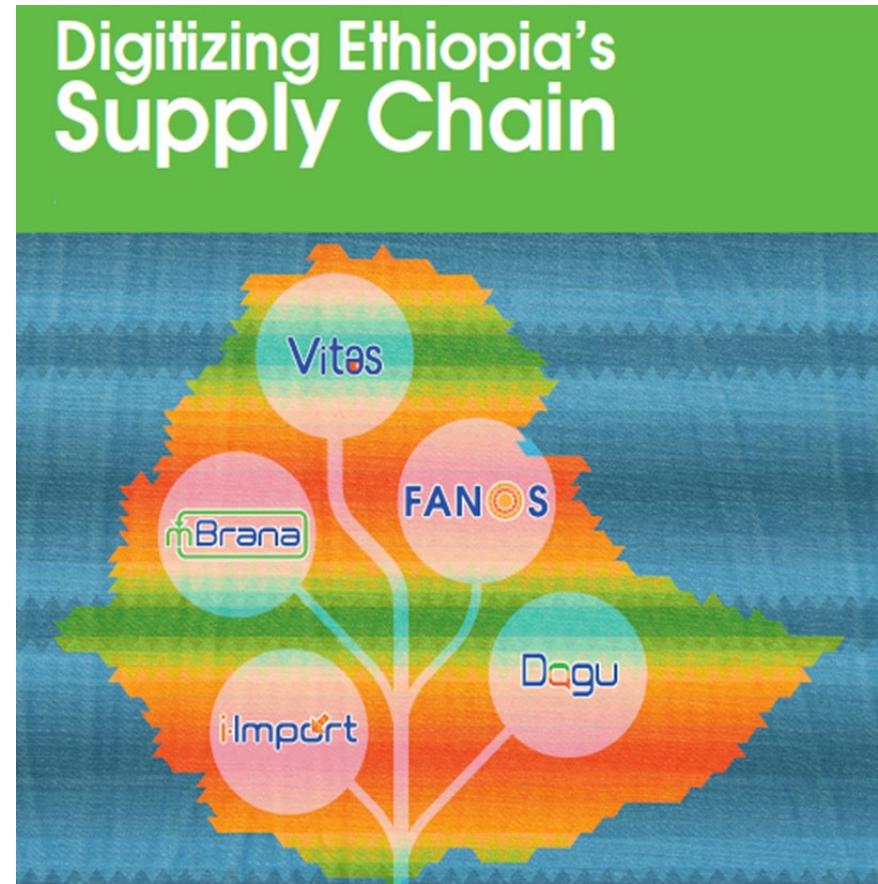
-Kenya

Automated LMS and analytic tools contribute to the success of IMPACT Teams.

Ethiopia has made significant investments in digitizing the public health supply

- At **all levels**
- For **all health programs**

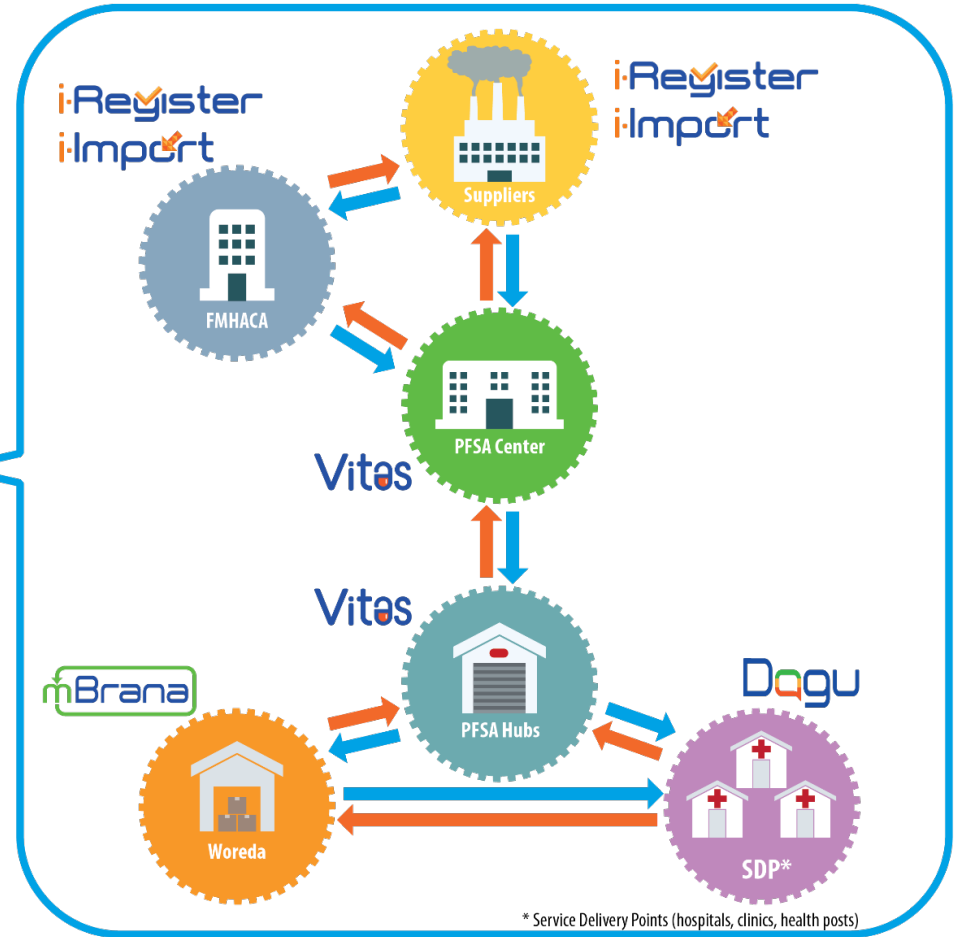
RESULTED IN AN INCREASED
AVAILABILITY OF DATA



End-to-end supply chain data visibility in Ethiopia

RESULTED IN AN INCREASED AVAILABILITY OF DATA

FANOS



IMPACT TEAM DASHBOARDS HAVE INCREASED DATA ANALYTIC CAPACITY AND DATA USE, ALTHOUGH THE COMPILATION OF TOOLS ARE STILL SOMEWHAT DEPENDENT ON PROJECT SUPPORT



“Initially we would have raw data and try to make sense of it. But now with the IMPACT Team we came up with tools, the dashboards that now try to make it easier for us using color coding and graphs. At a glance you can be able to make decisions quite easily unlike in the past where we used to have a table, try to make sense out of it, trying to draw some conclusions.”

-Kenya

IMPACT TEAMS WORK BEST OPERATIONALIZED AT A LEVEL WHERE MEMBERS HAVE AN UNDERSTANDING OF ROOT CAUSES & ARE EMPOWERED TO MAKE CHANGES



“Whenever we involve the sub-county we are able to initiate the changes from their level. We cannot do everything from the county to the sub-county level. We give them authority to initiate changes and improve on the mandate and roles indicated.”

-Kenya

A mix of skills on the team and committed leadership helps IMPACT Teams succeed.





“With the routine meetings, colleagues who may not be too familiar with this can gain knowledge on how to look at data, how to process data.”

-Indonesia

Challenges to IMPACT Team success

Competing priorities, frequent staff transfers, and limited human resources are common barriers to IMPACT Team success

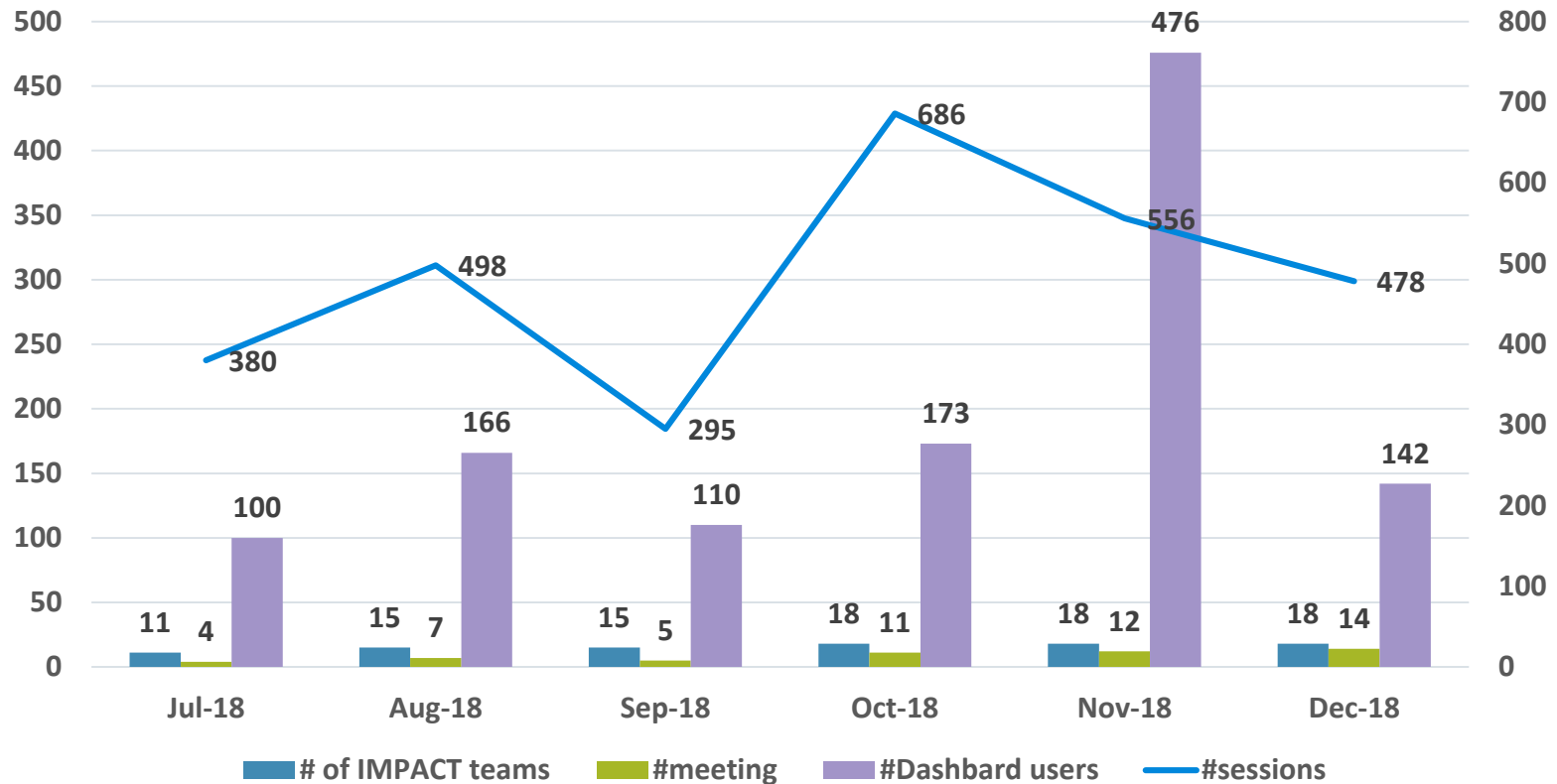
“The changing bureaucracy [is a challenge]. Sometimes we haven’t even settled in and learned something, we’re already transferred to another place. We’re just starting to concentrate on one thing, we’re transferred. That is what sometimes creates problems in QIT activities. The old staff is transferred and we get new people again and again.”
-Indonesia

“[The IMPACT Team] has slowed down its activities....The coordination of the meeting was mainly being done by JSI. They would remind us on when we would have the next meeting and what the agenda would be.” -Kenya

Partner support (financial and technical) still seen as necessary for IMPACT Team functioning

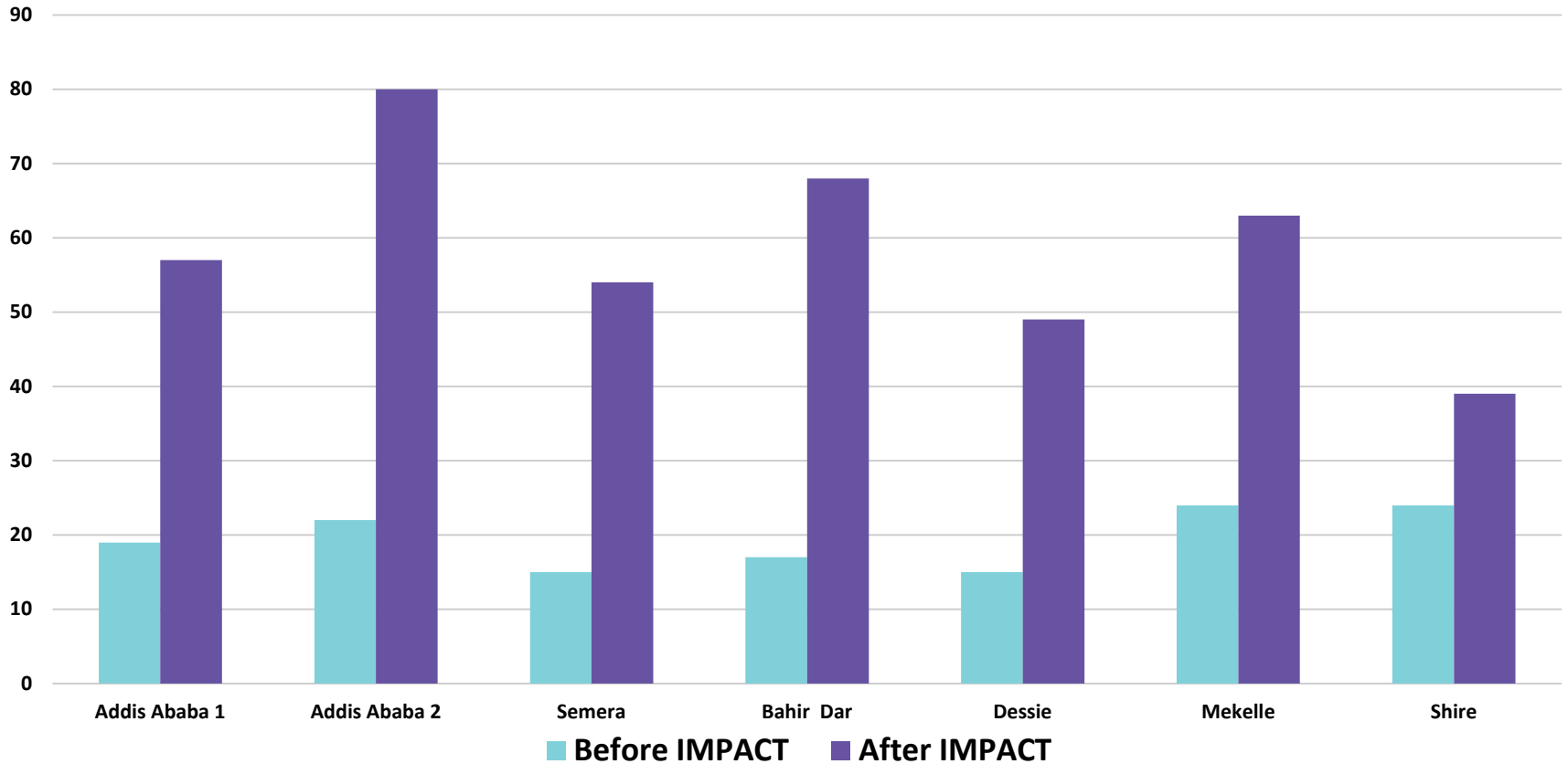
Ethiopia's Results: Data use improved over time

IMPACT teams and meetings visa vis data use



Ethiopia's Results: Improvement in data use culture

Total Score for data use culture before and after IMPACT



Ethiopia's Results: KPIs- wastage rate lower than target (<2%)

KPI Chart



View

Chart View

Location

National

Mode

Health Program

Program

All

Section

All

KPI

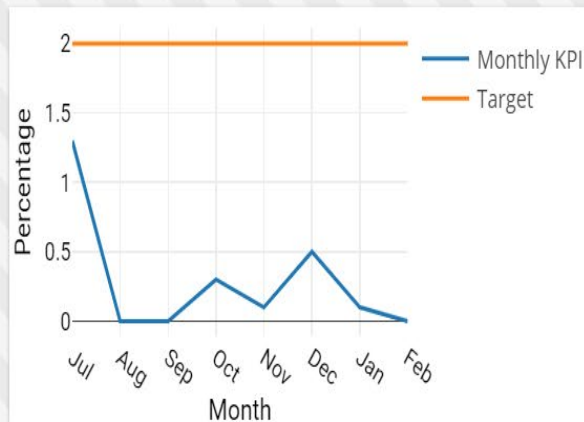
All

Corporate

Warehousing & Distribution

Corporate

Wastage Rate



Target:

2.0

Current:

0.0



Previous

Mon:

0.1

Ethiopia's Results: KPIs - Product availability above the target (>95%)

KPI Chart



View

Chart View

Location

National

Mode

Health Program

Program

All

Section

All

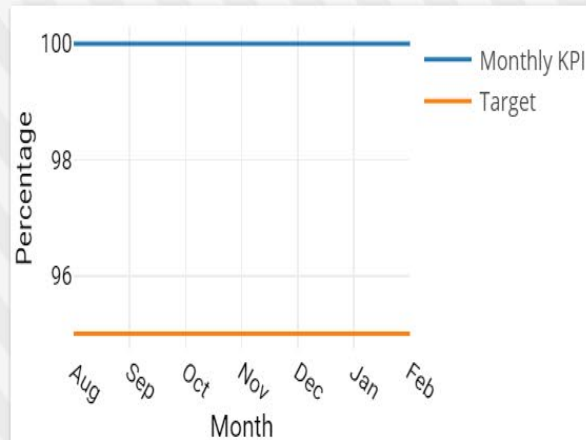
KPI

All

Corporate

Warehousing & Distribution

Product Availability



Target:

95.0

Current:

100.0



Previous

Mon:

100.0

Ethiopia's Results: KPIs- Improvement in stocking of products

KPI Chart



View

Chart View

Location

National

Mode

Health Program

Program

All

Section

All

KPI

All

Date Range

7/8/2018

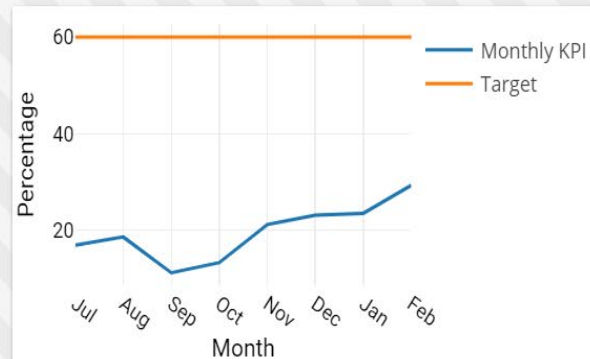
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Corporate

Warehousing & Distribution

Warehousing & Distribution

Stocked According To Plan



Target:

60.0

Current:

29.3



Previous Mon:

23.5

Ethiopia's Results: KPIs- Consistent improvement in FP commodities availability

KPI Chart



View

Chart View

Location

Home Office

Mode

Health Program

Program

Family Planning

Section

All

KPI

All

Date Range

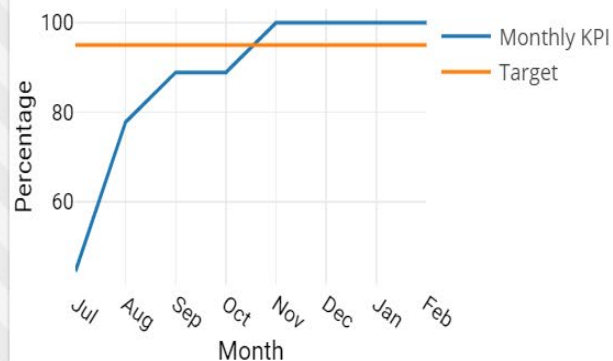
7/8/2018

Corporate

Warehousing & Distribution

Finance

Product Availability



Target:

95.0

Current:

100.0



Previous

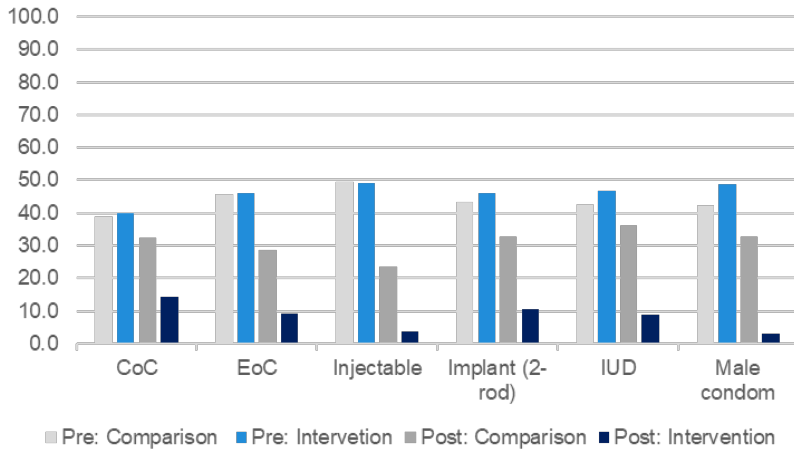
Mon:

100.0

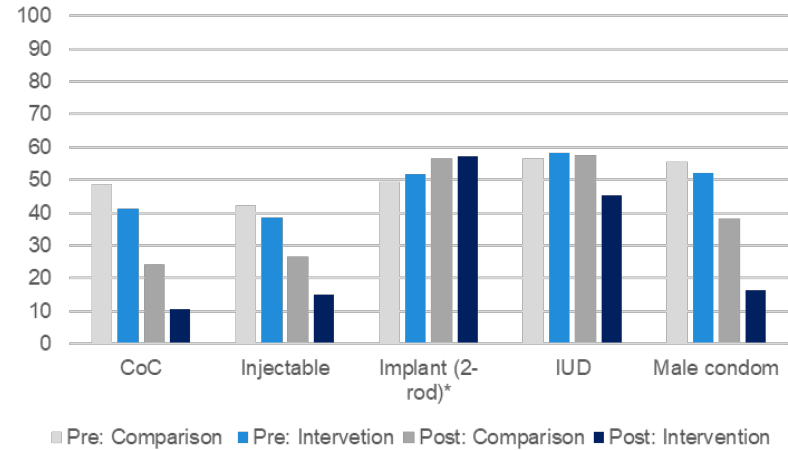
Stockouts

Instances of stockouts pre and post IMPACT Teams for intervention and comparison facilities/wards, by country, adjusted percentages by country

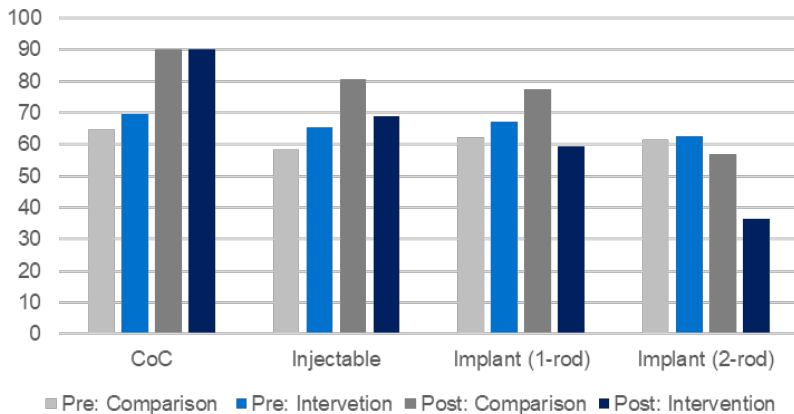
Guinea



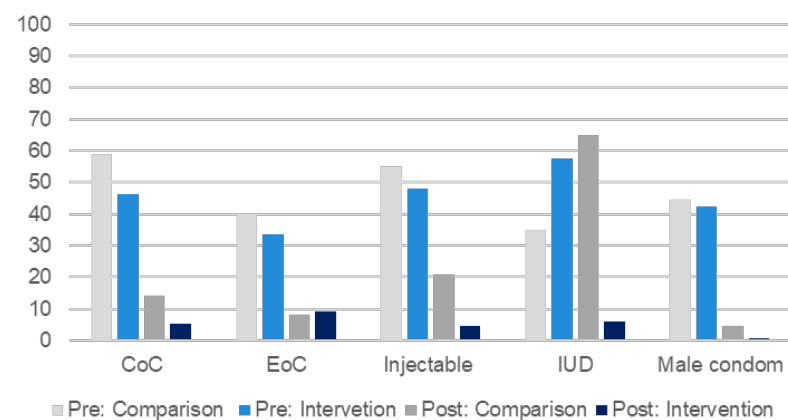
Indonesia



Kenya (ward level)

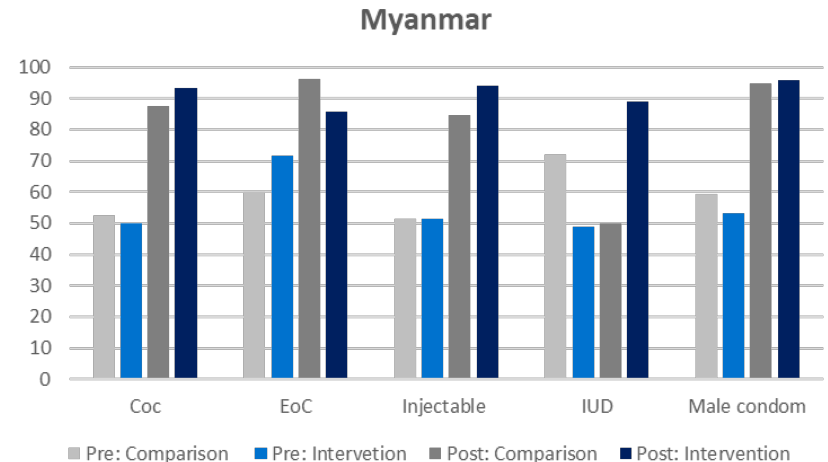
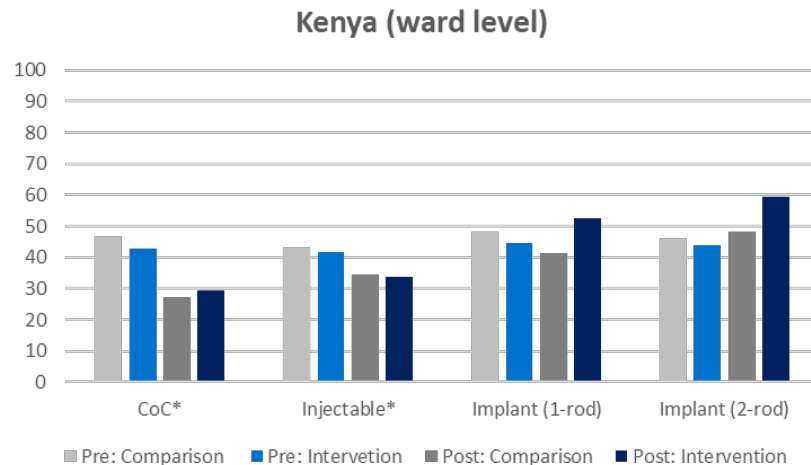
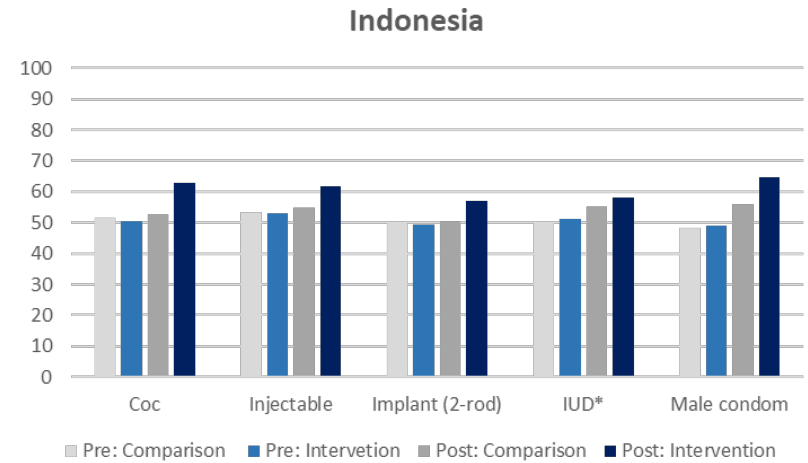
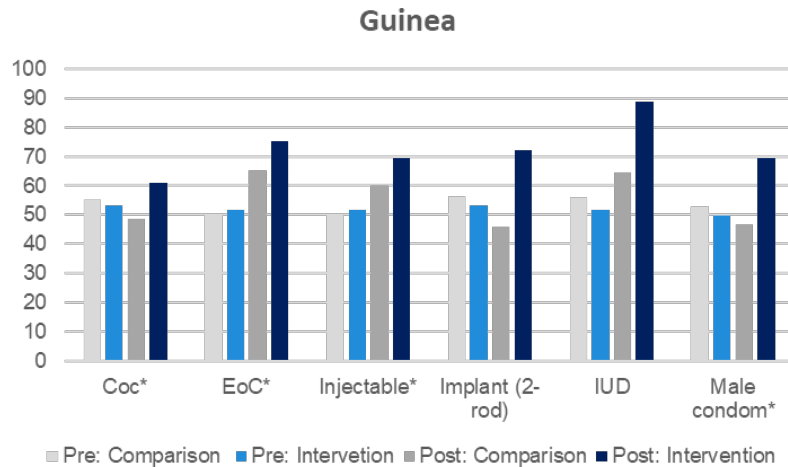


Myanmar



Stocked according to plan

Instances of products being stocked within min/max levels pre and post IMPACT Teams for intervention and comparison facilities/wards, by country, adjusted percentages



Indonesia “My Choice” Intervention districts have realized reductions in stockouts and better product availability.

15%

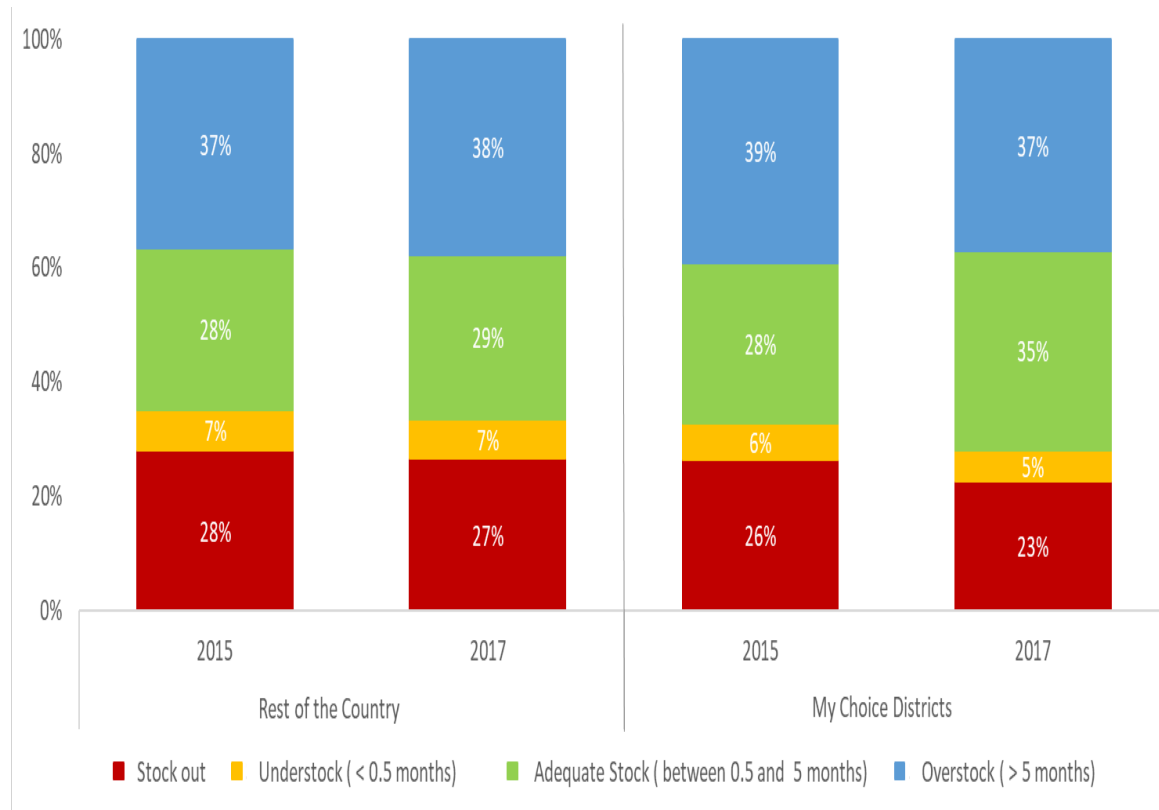
fewer SDPs stocked out *

21%

greater SDPs with adequate stock *

* Average of All Methods

My Choice districts vs. rest of the country





Indonesia: Common actions taken as a result of IMPACT Team Meetings

**IMPROVED DATA
QUALITY**

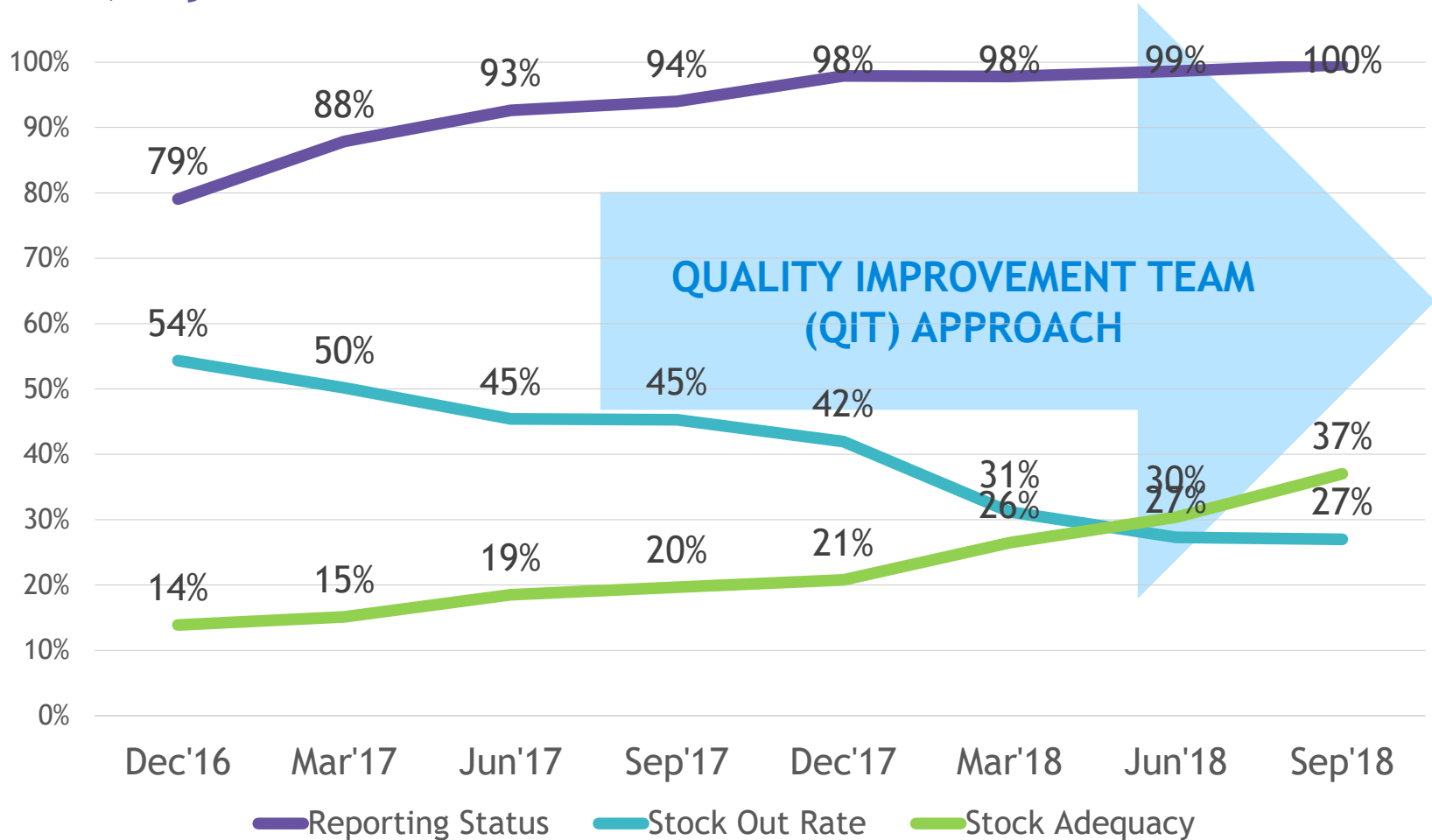
**REDUCING
OVERSTOCKING**

**IMPROVED
CAPACITY**

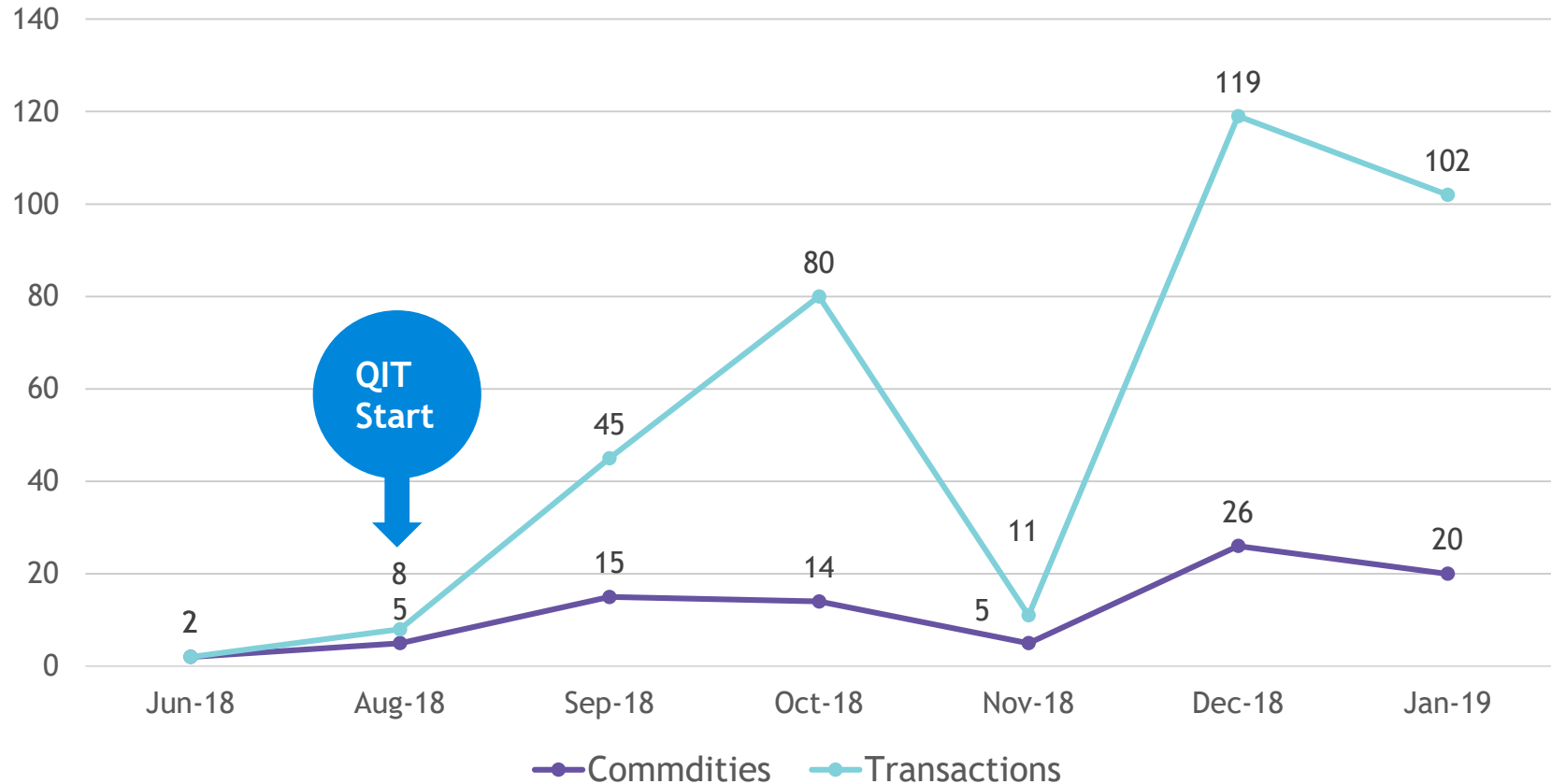
**INCREASED
BUDGET**

**ENHANCED
VALUE FOR SC**

Improvement of Supply Chain Performance Southern Shan State, Myanmar



Transferring overstocked products among facilities, Mandalay State, Myanmar



Additional benefits of IMPACT Teams: team building, and improved coordination and communication across programs and levels in the supply chain.

“In the QIT Team, the first one that is involved is the general affairs, personnel unit, because he’s the one who manages the warehouse. Then we from the FP division make the distribution plan. This is the plan for distribution that is made based on the MIM Tool application. Then we give that distribution plan to the warehouse with the knowledge of the secretariat...plus the Head of Planning Sub-Division for budget planning. It’s budgeting for contraceptive distribution to SDPs, also for monitoring...” -Indonesia

The diverse membership of IMPACT Teams have increased leadership, collaboration & communication across SC levels, SC functions & health programs

“We did not apply this just to family planning commodities. It assisted us...in all other indicators like skilled delivery, fourth ANC, first ANC, PMTCT; we assess data...We know whether we are moving up or moving down. So this knowledge from JSI has assisted us in all other fields.” -Kenya

“[One] advantage, we give our friends at [IMPACT Teams] an opportunity to innovate. Yes, this is different from the others. If an SOP is already available, then we just need to do it. But in this case they are given the opportunity...so that the supply chain can go well.”
-Indonesia

“One of the ways we recommended for us to get those reports and improve the reporting rates, was for them to take a photo and then when they get to a place with network, they can share the photos via Whatsapp. At the headquarters we key in that data for them.”
- Kenya

INNOVATIVE SOLUTIONS FOR SOLVING SUPPLY CHAIN CHALLENGES



မာရေ့နှင့်အားကစားဝန်ကြီးဌာန

သုတေသန



Recognition for achievement is a strong motivating factor for IMPACT Team members.





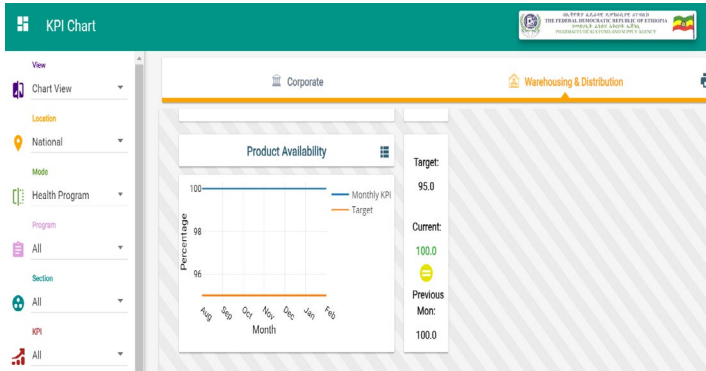
IMPACT Teams are motivated by the desire to achieve, recognition, and peer support

“[One] motivation is the desire to solve problems, because if not, that problem will continue to appear every month. I think it will then create problems in each person’s task. So with this [IMPACT Team] we work toward a common goal, which is to lighten the load in each of our job.”

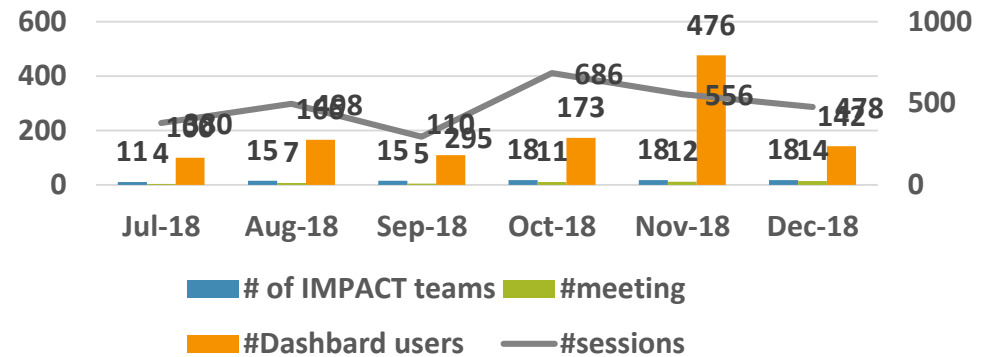
-Indonesia

Ethiopia: Motivation

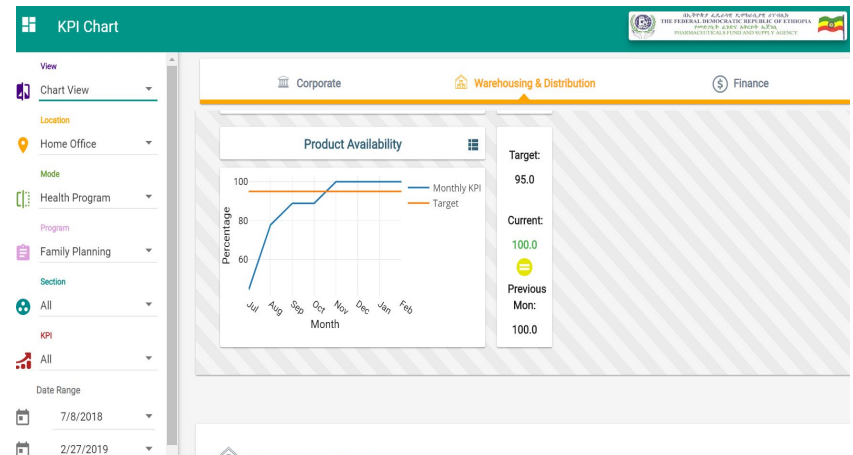
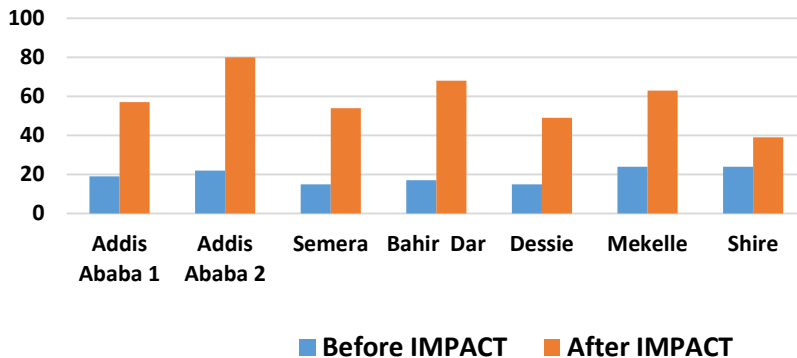
Improvements in some of the KPIs & Data use



IMPACT teams and meetings vis a vis data use



Total Score for data use culture before and after IMPACT



Ethiopia: Motivation

All teams have recognition plan

Recognition Plan of IMPACT Teams at A.A Hub

SN	Indicator	Level to recognize	Criteria	Achievement Level	How to recognize
1	Stock out rate	PFSA hub level	Achieving low stock out rate through special support.	<10% stock out for all tracer products	-Award certificate -Posting as model employee of the month.
2	On time and in full delivery	PFSA hub level	Delivering all tracer products in full and on time.	Achieving OTIF for > 85% of the tracer products.	-Posting as monthly Hero. -Celebrating success together.
3	Overall reporting rate	Woreda health office level.	On time reporting of the health facilities under the woreda health offices.	On time reporting all health facilities under the woreda health office for at least three consecutive reporting periods.	-Posting as the best performing woreda of the month. -Awarding certificate. -Inviting and announcing the name of the woreda health office in regional review meetings.

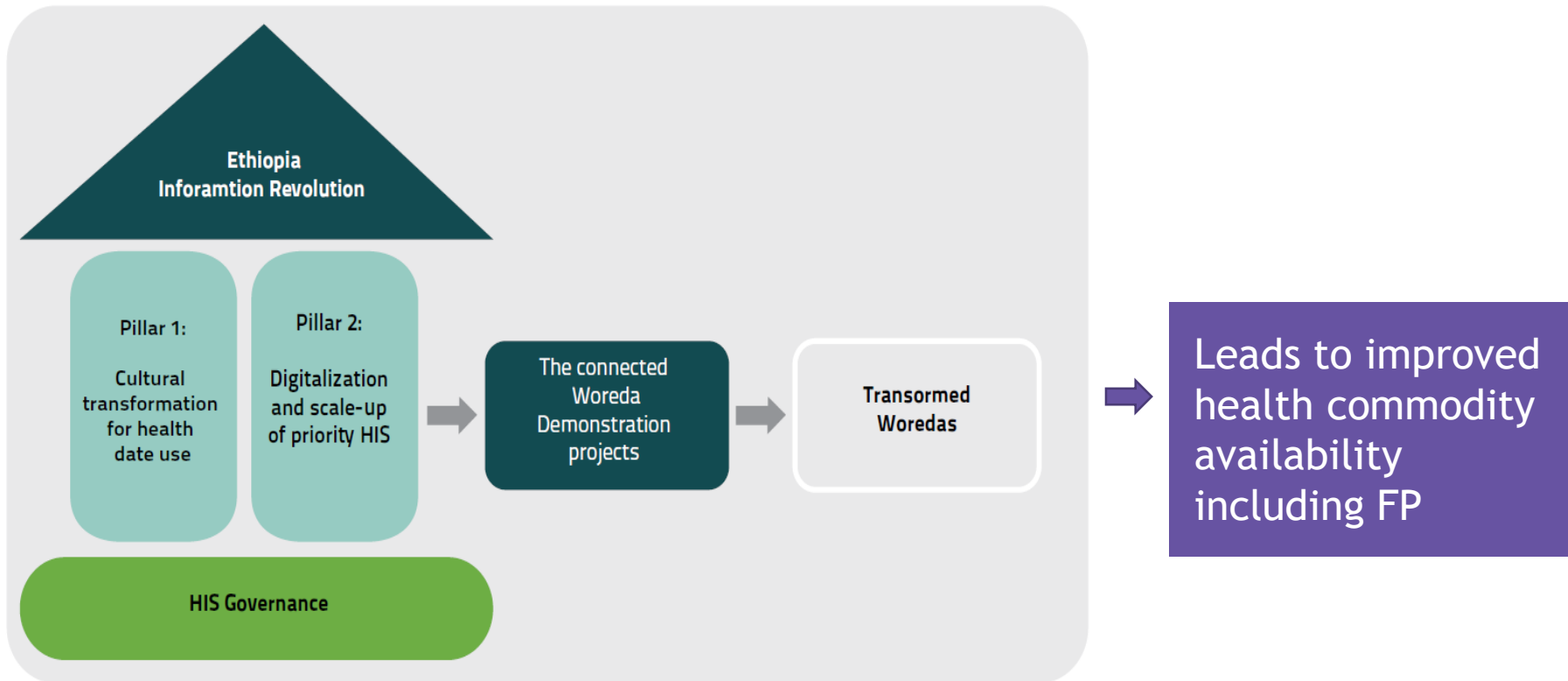
Moving forward, what's next for IMPACT Teams?



- Using **human centered design as an ingredient** to create different prototypes
- Implementing & supporting **implementation and adaptive learning** in Kenya, Tanzania, and various settings
- Continuing scale-up in Myanmar
- Indonesia scaling intervention to **cover 60% of the population**

IMPACT teams beyond 2020

Information Revolution: IMPACT teams will take advantage of Ethiopia's FMOH transformation plan



IMPACT teams beyond 2020

- IMPACT teams will foster the integration of **people, technology, and process**
- Supply chain systems will be **responsive and predictive**

